

## MEMORANDUM FOR: Task Force on Agency Personnel Program

1. CIA must abandon its attitude of conservatism and timidity with respect to its personnel program. It must also change its attitude of indifference if not cynicism with regard to the importance of employee levels building activities. There is little doubt but that the Agency has become one of the most, if not the most, conservative of the "excepted service" agencies. In some respects we even compare adversely with the competitive service.

- a. One-step promotion policy
- b. Employee activities program
- c. Absence of employee communications medium
- d. Conservatism in promotion policies

2. Agency Management must evidence willingness to lead the fight for a better personnel program in contrast to its past record. In its dealings with Congress, the Bureau of the Budget, and the Executive Branch, Agency management has been exceedingly evasive and even timid about seeking benefits appropriate to the specialized conditions of service of the Agency. We profess to be a unique service requiring the most exacting character, intellectual and professional qualifications yet we have not been willing to seek compensation, retirement and other benefit programs commensurate to these requirements and the conditions of service we impose upon our people.

3. Agency Management should cease accepting and agreeing with allegations of overstaffing, inefficiency, and deadwood made by its Congressional and Executive Branch liaison contacts. Such allegations are either valid and should be acted upon or they are not valid and should be refuted. We cannot have good morale and job security if year after year it is disclosed that our senior executives have accepted and even concurred with critical allegations concerning our personnel.

4. The Agency has tolerated the principle of Directorate autonomy to an excessive and detrimental degree. Although I subscribe strongly to the principle of decentralization to the Directorate level of most of the functions and responsibilities for personnel management including personnel development, I feel that more guidance, monitoring, and programming should be carried out at the Agency level. I further believe that the stature and authority of the Office of Personnel should be enlarged in certain areas.

Excessive autonomy and detrimental practices are manifested in differing ways among the Deputy Directorates. It shows itself principally in attitudes and practices in connection with:

- 5. Supervision of employees with emphasis on delineation of responsibilities and in matters of performance evaluation and disciplinary matters.

b. Unlimited authority to reject without justification or explanation applicants referred by the Office of Personnel as qualified.

c. Excessive modification (if not negation) by individual Directors of established Agency personnel policies. For example, the D/P/I has declined to open up specialist support and administrative positions in his components to members of established Career Services whose functional specialty is involved.

5. Growth in the level of competence and stature of the Office of Personnel should be fostered. I do not suggest that this can or should be done by fiat, organizational transfer, or by hiring a "big name" Director of Personnel. I believe competence and stature can only be developed and gained. However, it can be aided and nurtured and toward this end I urge:

a. Conscious effort on the part of top management to encourage and build up the stature of the personnel office.

b. Careful examination of each detected area of deficiency in Agency personnel management to determine whether the fault lies in policy, the program or in execution. Only then should positive corrective steps be taken.

c. Eliminate, for a reasonable period at least, uncertainty regarding the continuing assignment of the Director of Personnel. His status at present for various reasons is so tenuous in the minds of members of the Office of Personnel as to be a disquieting morale factor.

d. Bring additional competence of a superior level into the Office of Personnel in certain key positions. These include the replacement for the Deputy Director (presently assigned on a tour of duty basis), the Chief of the Personnel Operations Division (Requirements, Recruitment and Placement functions), and membership of the Plans Staff. (NOTE: The D/S has endorsed this proposal and has offered any of his senior administrative officers.)

6. Specific Areas of Program Deficiency.

a. Lack of a comprehensive personnel development program integrated to the major normal areas of career progression and also to the need for specialists and Agency-level executive requirements and the establishment of an effective mechanism to administer the program.

b. Lack of adequate programs and related benefits for the correction of manpower imbalances without disastrous impact on employee morale and serious impairment of the Agency's recruitment activity.

c. Lack of an adequate system for monitoring and evaluating the conduct of our personnel programs.

d. Inattention, weakness, and parochialism in the exercise of supervisory responsibility.

e. Deficiencies in the application of our compensation system as evidenced by the apparently widespread conviction that CIA is a second-class employer with respect to compensation.

f. Inadequate machinery for communications between the employee and management on matters of concern to the employee and a lack of appreciation by management for the importance of such communications.

In conclusion, I do not believe our present system for the management of our personnel is basically wrong. Rather, I think it is inherently sound but with many gaps and deficiencies which can readily be remedied. There are doubtless a number of personnel systems which could be adopted to the Agency or new systems which could be devised. In the final analysis success depends upon our determination to make any system work and to convince the employees of the Agency that the system is sound and does reasonably work in their interests. I believe a new or radically altered program could not be installed at this time without disastrous effects on employee morale. I urge a continued course of evolution and not revolution.

ccr:hen/bj  
Emmett Echols  
Director of Personnel

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